

Office of Digital Solutions

2018 Operational Plan

Griffith 2020 / Reduced intake 2020				
PRIORITIES	OUTPUTS / OUTCOMES	LINKAGE / DEPENDENCIES	COLLABORATION PARTNERS	FUNDING SOURCE
1. Enhance the student experience through a focused use of digital technologies and information.	1.1 Deliver a digital workspace for student computing - focussing on a virtual computer laboratory while still providing targeted, but limited, physical computing resources. Delivers enhanced student experience, computer lab access anywhere, anytime; and releases space for repurpose.	Academic Plan 2017-2020 Griffith Digital Strategy 2020	Learning Futures Campus Life	EICP / EIRP
	1.2 Improve the student experience by providing a student computing device support service through Technology Support Bars located across Campuses.	Academic Plan 2017-2020	Library	BAU / EICP
	1.3 Provision and integration of datasets for use in student learning and teaching analysis through the Griffith Data Hub, ensuring they are available and usable. Data sets to be identified in conjunction with the collaboration partners.	Strategic Plan 2018-2019	Office of Planning Services Campus Life	EICP / EICP

	1.4 Facilitate the development of a systems enabled student experience transformation that is considered and integrated, from future student acquisition to current student experience and retention improvement, through to Alumni engagement and interaction.	Academic Plan 2017-2020 Griffith Digital Strategy 2020	DVC(Academic), DVC(Engagement)	BAU
	1.5 Establish a cognitive computing implementation and support capability within ODS to support the implementation and operation of a cognitive based service channel and stakeholder aligned functionality.	Strategic Plan 2018-2019 Griffith Digital Strategy 2020	DVC(Academic), Academic Registrar	BAU / EIRP
2. Develop the “Digital and Virtual Campus”- delivering a personalised, user friendly, experience for students.	2.1 Conceptualise the Griffith Digital and Virtual Campuses so as to support a scalable and authentic learning experience.	Academic Plan 2017-2020 Griffith Digital Strategy 2020	Campus Life Learning Futures	BAU
	2.2 Partner with Learning Futures to implement BlackBoard Ultra. To be undertaken over 2018 / 2019 with planning undertaken and implementation commenced in 2018.	Academic Plan 2017-2020 Griffith Digital Strategy 2020	Learning Futures	EICP
	2.3 Partner with Learning Futures to establish the strategic direction and associated roadmap for the ecosystem of digital tools forming the Virtual campus. To concentrate on the tools available through O365 and BlackBoard.	Academic Plan 2017-2020 Griffith Digital Strategy 2020	Learning Futures	BAU
3. Enhance eResearch digital services-	3.1 Optimise the suite of storage and compute services supporting research data management to meet emerging and unmet demand - incorporating sensitive data and compliance requirements as required. Delivers aligned storage, compute and data management capability.	Research and Innovation Plan 2017-2020 Griffith Digital Strategy 2020	Office for Research	EICP / EIRP

	3.2 Develop our partnership with Microsoft to deliver services in support of e-Research. To deliver a Proof of Concept of a HPC cloud service.	Research and Innovation Plan 2017-2020 Griffith Digital Strategy 2020	Office for Research	BAU / EICP
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Client Service				
PRIORITIES	OUTPUTS / OUTCOMES	LINKAGE / DEPENDENCIES	COLLABORATION PARTNERS	FUNDING SOURCE
4. Evolve the maturity and capability of Office of Digital Solutions.	4.1 Design and implement a new operating model and supporting organisational structure for Office of Digital Solutions. (As per Improvement Program 1 in response to the PwC ICT Review 2017). Deliverables include: Define/appoint ODS leadership structure. Design, plan and commence implementation of changes to ODS operating model and structure	PwC ICT Review 2017 Griffith Digital Strategy 2020	ODS stakeholders	BAU
	4.2 The clarification and communication of the Technology Strategy supporting a refreshed IT service portfolio. (As per Improvement Program 2 in response to the PwC ICT Review 2017). Deliverables include: <ul style="list-style-type: none"> • Design and build changes to ODS Service Portfolio • Refresh ODS stakeholder landscape 	PwC ICT Review 2017	ODS stakeholders	BAU
	4.3 Mature and align key IT enabling services. (As per Improvement Program 3 in response to the PwC ICT Review 2017). Deliverables include: <ul style="list-style-type: none"> • Mature IT risk and control framework • Mobilise security awareness training • Establish engagement model between Enterprise Architects and business 	PwC ICT Review 2017	ODS stakeholders	BAU

5. Deliver the EICP	5.1 Further mature the project management and delivery capability. (As per Improvement Program 4 in response to the PwC ICT Review 2017). Deliverables include: Support effective tracking of variances, commence a refresh of PMO standards and documentation.	PwC ICT Review 2017	ODS stakeholders	BAU
	5.2 Review Portfolio and Project Management maturity. Benchmark against previous PPM reviews and update PMO Maturity Plan.			BAU
6. Mature the cybersecurity posture of the University to a more pro-active approach.	6.1 Raise staff and student cybersecurity awareness and education through media promotion and self-paced education.	Griffith Digital Strategy 2020		BAU
	6.2 Implement a managed service Security Operations Centre	Griffith Digital Strategy 2020		BAU
	6.3 Mitigate cybersecurity risks relating to Griffith's association with the Commonwealth Games 2018 through: Increased DDOS Protection, additional traffic monitoring and additional vulnerability scanning.	Strategic Plan 2018-2019		BAU / EICP / EIRP

Streamlining and cost reduction				
PRIORITIES	OUTPUTS / OUTCOMES	LINKAGE / DEPENDENCIES	COLLABORATION PARTNERS	FUNDING SOURCE
7. Review and implement improvements to key ODS planning and IT Governance practices to reduce	7.1 Review ODS governance framework in relation to COBIT assessment, with an emphasis on making ODS processes easier to navigate for stakeholders. Processes to be reviewed are SAB and Cloud Service Approval.	Strategic Plan 2018-2019	Client Stakeholders	BAU

delivery times and the cost of services.				
	7.2 Progressively implement automated systems testing capability to streamline systems patching and upgrade impacts. This is a multiyear undertaking. Delivered in 2018: setup of the PeopleSoft Testing Framework and configured to support PeopleSoft Finance. This shall decrease the time required for testing of patches and increase the extent of testing undertaking leading to reduced rework.	Griffith Digital Strategy 2020	Client Stakeholders	BAU / EICP
8. Successful implementation of agreed sourcing strategy changes in support of agile service delivery and cost efficiencies.	8.1 Implement agreed service strategies for: Staff Desktop model. Shall deliver a changed service model that grows the Tier0 and remote support whilst introducing “in-Library” tech support for students. <ul style="list-style-type: none"> - Audio Visual/Video Conferencing service. Shall deliver efficiencies in this service, reducing staffing levels. - Print service model. Moves this model to use of external suppliers, reducing costs over all to the University. 	Strategic Plan 2018-2019	Client stakeholders	BAU / EICP
	8.2 Draft options paper re Enterprise Resource Planning [ERP] systems service model.	Griffith Digital Strategy 2020	Corporate Services	BAU
	8.3 Reduce and forecast EICP and EIRP costs through: <ul style="list-style-type: none"> - Reviewing the EIRP for licence usage - Undertaking technical debt modelling and forecasting 	Strategic Plan 2018-2019	Business Transformation Board	TBA

Business Transformation				
PRIORITIES	OUTPUTS / OUTCOMES	LINKAGE / DEPENDENCIES	COLLABORATION PARTNERS	FUNDING SOURCE
9. Support the University in its	9.1 Deliver key underlying infrastructure to support business transformation. Includes: cognitive / BOT capability and services,	Academic Plan 2017-2020	Academic Administration Corporate Services	EICP

transformation activities.	implementation of O365, implementation of an EIAM replacement, maturing the Griffith Data Hub.	Griffith Digital Strategy 2020		
	9.2 Work with business elements across the University to identify and transform high-value / low effort business processes from manual to digital using tools included within the O365 suite (e.g. SharePoint, Power Bi and Flow) to create digital workflows.	Griffith Digital Strategy 2020	Academic Administration Corporate Services	BAU and EICP

People and Team				
PRIORITIES	OUTPUTS / OUTCOMES	LINKAGE / DEPENDENCIES	COLLABORATION PARTNERS	FUNDING SOURCE
10. Develop an ODS workforce supporting the new operating model and organisational structure.	10.1 Develop an ODS workforce plan that supports the Griffith People plan and the revised operating model for ODS.	Our People Plan 2017-2020	Human Resources	BAU
	10.2 Undertake targeted staff development, in line with, and supporting a revised operating model for ODS.	Our People Plan 2017-2020	Human Resources	BAU
	10.3 Develop and implement an appropriate plan in support of an agreed ODS workplace culture.	Our People Plan 2017-2020	Human Resources	BAU